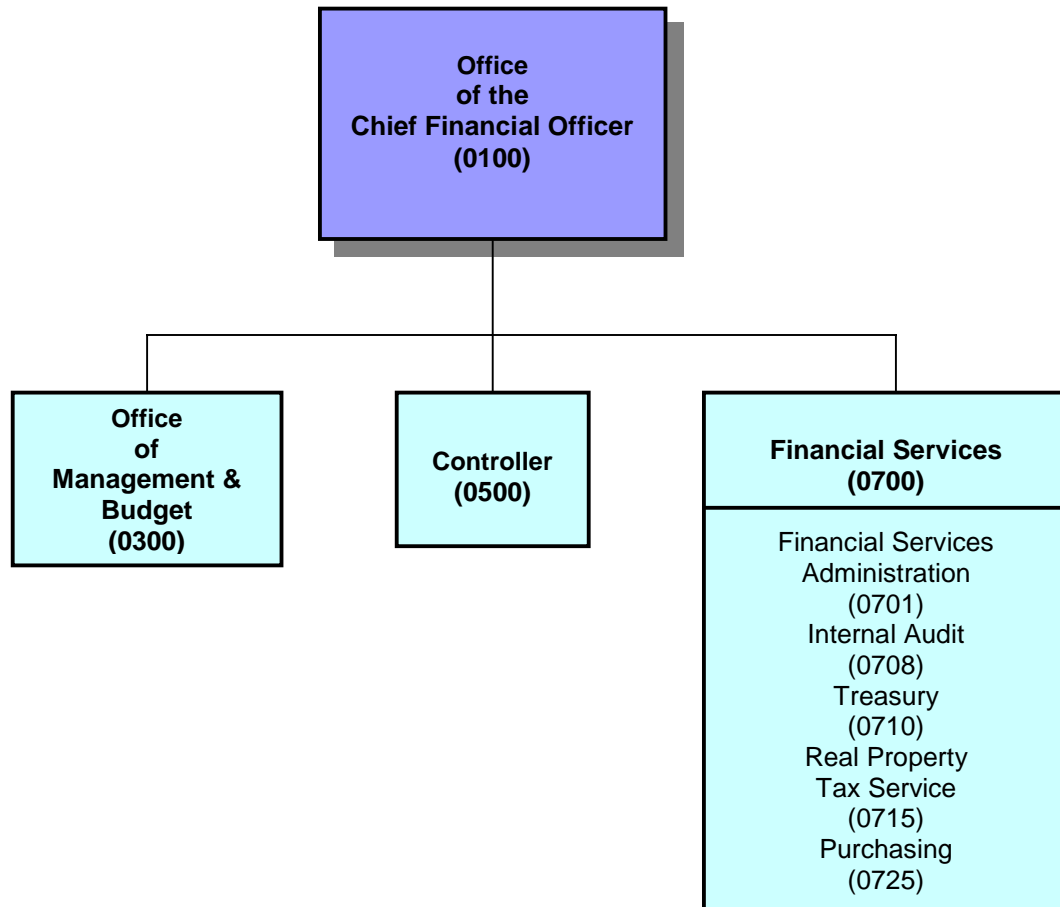
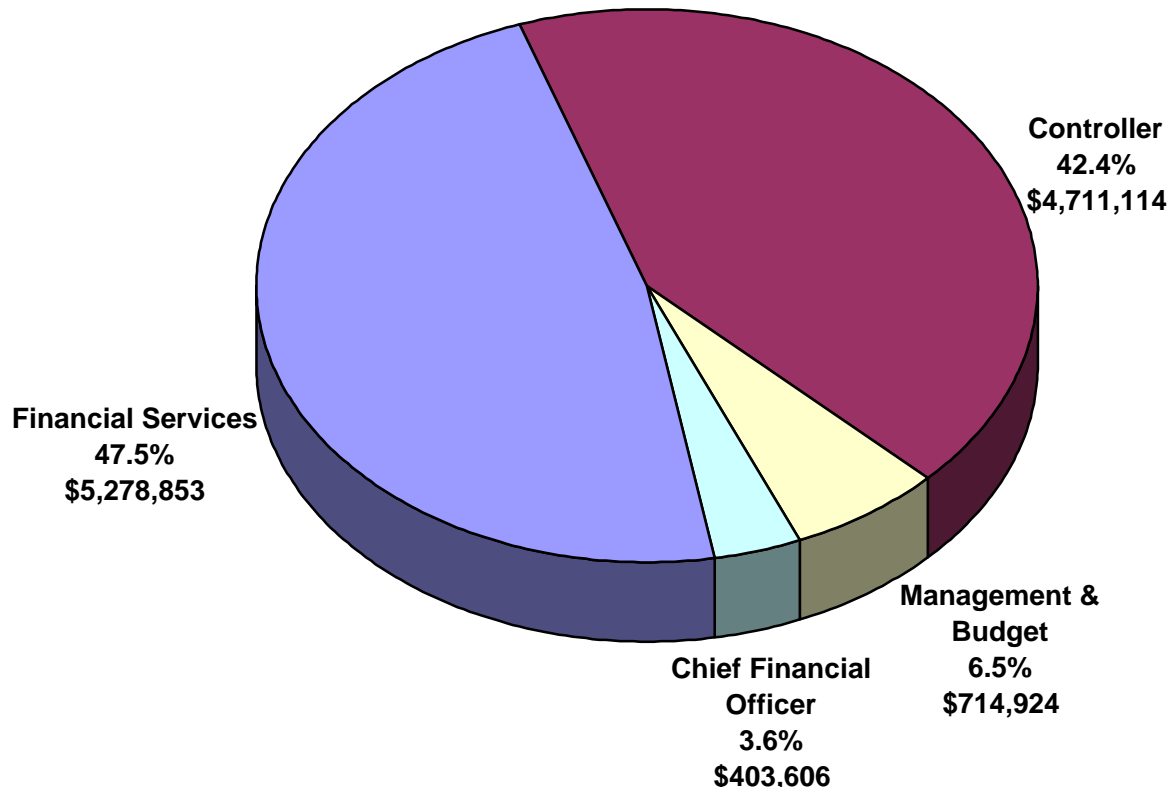


FINANCE (012)

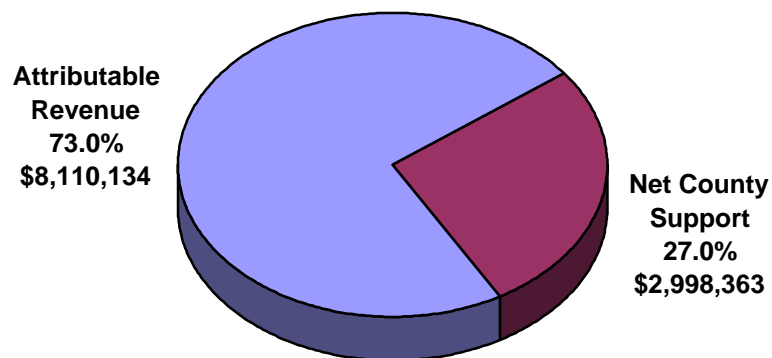


FINANCE

2003 Budget - \$11,108,497



Net County Support



DEPARTMENT: Finance (012)

DEPARTMENT DESCRIPTION

The Department of Finance was reorganized in 1992, pursuant to recommendations from the Commission to Analyze Savings and Efficiency (CASE). Under the administration of a Chief Financial Officer, the department serves to consolidate fiscal operations, coordinating the Budget, Financial Services and Controller divisions. Implementation of this recommendation has improved the management of the county's finances and strengthened the financial reporting process.

STRATEGIC FRAMEWORK

Mission

We are a highly skilled team of financial professionals providing leadership to county government through the sound management of financial resources for the benefit of the taxpayer, other county departments, and the "community at large."

Key Result Areas

Customer Satisfaction: We meet or exceed each customer's expectations and needs with the appropriate quality services in a timely manner.

Productive Workforce: We develop, empower, and maintain a committed staff through training, promotion, and recognition, in an enriched work environment with ample opportunities. We employ Quality Principles throughout the organization, together with a continuous assessment of skills, and consistent standards for performance necessary for the effective delivery of all services.

Quality of Life: We are committed to quality throughout the organization by identifying and establishing criteria for excellence for all products and services. These products and services are delivered to our customers in a timely and professional manner.

Economic Vitality: We provide recommendations and appropriate county fiscal policies and services which support the ongoing investment of available resources in people, services and infrastructure to best promote community stability and growth.

Fiscal Responsibility: We ensure the efficient and cost effective use of county resources and the attainment of established operational goals and objectives through effective fiscal policy, procedures, analysis and recommendations to maximize return on investment.

Key Result Measures

Customer Satisfaction: Measured via questionnaires and surveys, cycle time reduction, usefulness of reports and reduction of complaints.

Productive Workforce: Training hours spent per employee, up-to-date equipment and software, diversity of training topics, uniform tuition reimbursement policy, and opportunities created for upward mobility.

Quality of Life: Project turnover time, response time to customer requests, peer group reviews, improvements toward state and federal goals, and continuous improvement plan.

Economic Vitality: Increase volume of business with quality local vendors and small business enterprises.

Fiscal Responsibility: Preparation and submission of fiscally sound and balanced proposed budgets meeting the needs of the community, provision of government quality services with a conservative impact on rates of taxation, obtainment of the highest possible credit ratings that would result in the lowest possible interest costs on the county's borrowings and the highest possible rate of return on investments.

2002 Major Accomplishments

- Production of a Comprehensive Annual Financial Report for 2001 that serves to benchmark the financial and administrative performance that won the Government Finance Officers Association of the United States and Canada ("GFOA") Excellence in Financial Reporting Award
- Achievement of the GFOA's Distinguished Budget Presentation Award that signifies an effective fiscal planning process and budget presentation for the 2002 Operating Budget
- Preparation of a balanced budget for 2003 which is geared towards maintenance of the county's tax levy at the amount established for 2002
- The issuance of \$96.6 million of general obligation tax exempt bonds at a net interest cost of 4.61% and the issuance of \$95.0 million revenue anticipation notes at a net interest rate of 1.71%
- Production of the Monroe County Popular Annual Financial Report for 2001 that won the Award for Outstanding Achievement in Popular Annual Financial Reporting from the GFOA of the United States and Canada
- Developed an enhanced purchasing web site
- Provided improved access to GIS data files and Real Property Service data files
- Completed the foreclosure sale for IN REM 131 (1999 and prior years delinquent property taxes)
- Filed foreclosure for IN REM 132 (2000 delinquent property taxes)

2003 Major Objectives

- Production of a 2002 Comprehensive Financial Report that complies with the standards of the GFOA
- Production of a 2002 Popular Annual Financial Report that complies with the standards of the GFOA
- Production of a 2004 Operating Budget that complies with the standards of the GFOA
- Rebuild the county's financial condition and credit ratings
- Preparation of quarterly budget indicator reports that are accurate to within a variance of five percent and timely to within 30 days of the close of each fiscal quarter
- Internal auditing in conformance with the county's "rolling audit" plan
- Maintenance of above average credit ratings (above "A")
- Successfully sell debt issues at the lowest possible interest rate obtainable considering market conditions and the county's credit ratings
- Current property tax collections which exceed 97% of the real property tax levy
- Return on invested cash which exceeds the 30 day, 90 day and one year benchmark rates for T-bills (after service fees are deducted)
- Implement an E-Commerce Procurement Program
- Audit county departments' performance measures
- Upgrade the tax collection system

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations by Division</u>		
Chief Financial Officer	484,907	403,606
Management & Budget	868,107	714,924
Controller	2,514,509	4,711,114
Financial Services	5,561,207	5,278,853
Total	9,428,730	11,108,497
<u>Appropriations by Object</u>		
Personal Services	3,792,112	5,076,805
Expenses	1,892,934	1,824,531
Supplies and Materials	233,271	221,488
Debt Service	3,792	3,723
Employee Benefits	954,494	1,575,096
Interfund Transfers	2,552,127	2,406,854
Total	9,428,730	11,108,497
<u>Revenue</u>		
Fees/Minor Sales	743,500	823,343
Local Government Service Charges	1,312,363	1,505,118
Charges to Other Departments	2,220,892	4,489,837
Transfer from Other Funds	1,249,944	1,129,202
Transfer from Monroe County Airport Authority	70,000	70,000
Hotel Room Occupancy Tax	42,824	38,089
Other Revenue	49,500	54,545
Total	5,689,023	8,110,134
<u>Net County Support</u>	3,739,707	2,998,363

BUDGET HIGHLIGHTS

The Budget Highlights are discussed at the division level for this department.

DEPARTMENT: Finance (012)
DIVISION: Office of the Chief Financial Officer (0100)

DIVISION DESCRIPTION

The Office of the Chief Financial Officer is responsible for formulating, evaluating and examining financial policies; directing investment, cash flow and borrowing programs; and supervising and coordinating the operations of the department. Assistance is given to other departments in order to improve their financial operations.

For 2003, the Office of the Chief Financial Officer will implement and/or continue the fundamental strategies of financial management as articulated in the Financial Strategies section of the 2003 Monroe County Budget.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	289,362	236,736
Expenses	31,944	18,354
Supplies and Materials	7,578	5,528
Employee Benefits	58,548	55,639
Interfund Transfers	97,475	87,349
Total	484,907	403,606
<u>Revenue</u>		
Charges to Other Departments	146,574	137,018
Transfer from Monroe County Airport Authority	70,000	70,000
Other Revenue	30,000	30,000
Total	246,574	237,018
<u>Net County Support</u>	238,333	166,588

BUDGET HIGHLIGHTS

*The reduction in **Appropriations** reflects cost reduction strategies.*

*The decrease in **Charges to Other Departments** is based on an update of the county's Indirect Cost Allocation Plan (ICAP).*

The 2003 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
County Credit Rating			
Moody's Investors Service	Aa2	A3	A3
Standard & Poor's Ratings Group	AA	AA-	AA-
Fitch, Inc.	AA-	A+	A+
General Fund Undesignated Fund Balance	(\$5.77M)	\$0.0M	\$0.0M
Account For Property Tax Relief	\$0.0M	\$0.0M	\$0.0M
Operating Cash Borrowing Volume	\$60M	\$95M	\$60M
Full Value Property Tax Rate for County Purposes			
Per \$1,000 of Value	\$8.25	\$8.13	\$8.03
Actual Net Interest Cost (Rate)			
General Obligation Bond Anticipation Notes (July 21, 2001 Issue)	2.59%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	2.58%	N/A	N/A
General Obligation Revenue Anticipation Notes (October 4, 2001 Issue)	2.06%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	2.14%	N/A	N/A
General Obligation Bond Anticipation Notes (Dec. 21, 2001 Issue)	1.40%	N/A	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	1.87%	N/A	N/A
General Obligation Bonds (March 14, 2002 Issue)	N/A	4.61%	N/A
Bond Buyer 20 Year Bond Index at Time of Sale of Issue	N/A	5.13%	N/A
General Obligation Bond Anticipation Notes (March 14, 2002 Issue)	N/A	1.65%	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	N/A	1.54%	N/A
General Obligation Revenue Anticipation Notes (August 1, 2002 Issue)	N/A	1.71%	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	N/A	1.49%	N/A
General Obligation Bond Anticipation Notes (August 1, 2002 Issue)	N/A	1.76%	N/A
Bond Buyer One-Year Note Index at Time of Sale of Issue	N/A	1.49%	N/A

DEPARTMENT:	Finance (012)
DIVISION:	Office of Management and Budget (0300)

DIVISION DESCRIPTION

The Office of Management and Budget (OMB) prepares, publishes and administers the annual operating budget and assists in the preparation of the Capital Improvement Program. The division monitors expenditures and revenues and conducts analyses of county operations for the purpose of improving efficiency and effectiveness. A typical annual work plan also includes the preparation of multi-year budget forecasts, analyses of the effect of the New York State budget on the county budget, preparation of financial information and analyses for presentation to the credit rating agencies, administration of the Sales Tax and Hotel Room Occupancy Tax, and review of recommendations to the County Legislature and contracts for services to ensure consistency with county financial and management objectives and policies.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	553,826	445,743
Expenses	59,304	53,361
Supplies and Materials	5,700	3,200
Employee Benefits	109,120	99,390
Interfund Transfers	140,157	113,230
Total	868,107	714,924
<u>Revenue</u>		
Charges to Other Departments	396,193	324,756
Hotel Room Occupancy Tax	42,824	38,089
Minor Sales - Budget Books	90	90
Total	439,107	362,935
<u>Net County Support</u>	429,000	351,989

BUDGET HIGHLIGHTS

The decrease in **Personal Services** reflects cost reduction strategies. **Interfund Transfers** reflects decreased chargebacks for space allocation charges.

The decrease in **Charges to Other Departments** is based on an update of the county's Indirect Cost Allocation Plan (ICAP).

The 2003 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

SECTION DESCRIPTIONS**2002****2003****Budget Preparation and Administration (0301)****\$802,036****\$647,119**

This group produces the annual operating budget, monitors expenses and revenues throughout each fiscal year and reports quarterly to the County Legislature, monitors events and trends in federal and state governments which affect the county budget, analyzes the debt service implications of capital projects, forecasts county expenses and revenues, and analyzes the financial aspects of management decisions.

CASE Commission (0305)**\$66,071****\$67,805**

This section serves as liaison between the county administration and the CASE Commission.

DEPARTMENT: Finance (012)
DIVISION: Controller (0500)

DIVISION DESCRIPTION

The Office of the Controller maintains and operates the county's central financial information system and, from the data contained in it, reports on the financial condition of the county. The office pays all claims against the county and develops and enforces various systems of internal control to ensure budgeted appropriations are not exceeded. The office also monitors all county revenues. In planning for anticipated expenditures and revenues, the office develops a cash flow strategy to ensure that county obligations are funded on a timely basis. The Office of the Controller assists and works with the other divisions of the Finance Department to accomplish the overall goals and responsibilities of the department.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	1,201,089	2,879,057
Expenses	296,126	269,565
Supplies and Materials	9,850	9,900
Employee Benefits	316,182	913,408
Interfund Transfers	691,262	639,184
Total	2,514,509	4,711,114
<u>Revenue</u>		
Charges to Other Departments	1,071,237	3,343,804
Fees	700	400
Total	1,071,937	3,344,204
<u>Net County Support</u>	1,442,572	1,366,910

BUDGET HIGHLIGHTS

For 2003, the financial functions from Physical Services and Human and Health Services sectors have been consolidated within the Controllers Office in order to increase efficiency, coverage and service to the operating departments.

*The increase in **Charges to Other Departments** is based on an update of the county's Indirect Cost Allocation Plan (ICAP), as well as revenue from other departments for the consolidated financial services.*

The 2003 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
Maintain timeliness (within scheduled deadlines) in recording the accounting events to the financial system	15 days	15 days	15 days
% of requests for financial data successfully responded to within agreed upon timeframes of entries	95%	95%	96%

DEPARTMENT: Finance (012)
DIVISION: Financial Services (0700)

DIVISION DESCRIPTION

The Financial Services Division is responsible for a wide array of county fiscal operations comprised of the Treasury, Real Property Tax Service Agency, Purchasing and Internal Audit. Operations include responsibility to collect taxes, maintain assessment rolls, apportion the county levy on local municipalities, advise assessors on procedural and legal changes, update tax maps, negotiate the purchase of supplies, materials, equipment and services for county departments, manage the delivery of certain countywide services, and coordinate the professional evaluation of departmental operating and financial policies and practices.

BUDGET SUMMARY

	Amended Budget 2002	Budget 2003
<u>Appropriations</u>		
Personal Services	1,747,835	1,515,269
Expenses	1,505,560	1,483,251
Supplies and Materials	210,143	202,860
Debt Service	3,792	3,723
Employee Benefits	470,644	506,659
Interfund Transfers	1,623,233	1,567,091
Total	5,561,207	5,278,853
<u>Revenue</u>		
Transfer From Other Funds	1,249,944	1,129,202
Fees/Minor Sales	742,710	822,853
Local Government Service Charges	1,312,363	1,505,118
Charges to Other Departments	606,888	684,259
Other Revenue	19,500	24,545
Total	3,931,405	4,165,977
<u>Net County Support</u>	1,629,802	1,112,876

BUDGET HIGHLIGHTS

The decrease in **Personal Services** is consistent with the county's cost reduction strategies. **Employee Benefits** is higher because of medical insurance premiums and retirement plan increases. **Interfund Transfers** reflects a lower chargeback for space allocation.

Transfer from Other Funds is lower because the interdepartmental charges for Central Services have decreased. The increase in **Fees** is due to higher Treasury collections. **Local Government Services Charges** increases because revenue is based on percentages of higher appropriations within Real Property Tax Service. **Other Revenue** includes reimbursement for the NY STAR Program.

The 2003 Adopted Budget reflects amendments made by the County Legislature. These changes are described in the Legislative Action section of the Budget document.

FINANCE - REAL PROPERTY TAX SERVICE

2003 FEES AND CHARGES

<u>Item</u>	<u>2003 Fee</u>
Sub-Division Filing Fees	\$25 for 1-3 parcels \$50 for 4-9 parcels \$100 for 10 or more parcels
Paper Copy of Tax Maps (other Municipalities)	\$1
Paper Copy of Tax Maps	\$5
Paper Copy - Aerial Photo Overlay	\$10
Specialized Report - Assessment/Sales/Inventory File	\$100 minimum
Microfilm Rights of Tax Maps/Copies	\$5/parcel; \$3,200 minimum
Electronic Copy - Monthly Property Transfers, Towns Only	\$400
Electronic Copy - Assessment/Sales/Inventory File	\$600 total or partial \$250 minimum
Labels for RPS Extract	\$.03 per label
GIS Digital Paper Copies	
Color	\$10.00 per copy
Black & White	\$5.00 per copy

SECTION DESCRIPTIONS**2002****2003****Financial Services Administration (0701)****\$108,640****\$114,809**

This section includes funding for the Director of Financial Services. The Director is responsible for overseeing the sections within Financial Services.

Internal Audit (0708)**\$203,659****\$70,859**

Internal Audit is an independent appraisal function established within the Monroe County Department of Finance to examine and evaluate county activities. The goal of internal audit is to provide reports to county management so that they may make decisions that improve the audited area's effectiveness, efficiency and compliance with regulations. The 2003 budget reflects the abolishment of one position.

Treasury (0710)**\$1,746,470****\$1,626,810**

Treasury is responsible for collection of county taxes in the City of Rochester and town and county taxes in the county's twenty towns. Specific activities are designed for the efficient collection of delinquent taxes, interest and in lieu of tax payments. Tax foreclosure proceedings and a public auction occur annually. All county revenues are received, posted and deposited on a daily basis. Treasury administers 30 county trust funds and more than 300 court and trust funds. Additionally, tax information is provided on a daily basis to the general public at the information counter and by phone. Treasury also has agreements with all suburban school districts for the preparation of school tax bills and collection of school taxes from September through November.

Real Property Tax Service (0715)**\$1,365,527****\$1,395,505**

Real Property Tax Service (RPTS) maintains assessment rolls, apportions the county levy between the 21 assessing jurisdictions in the county, advises local assessors on procedural and legal changes, updates tax maps, processes title change data and reviews both new subdivision and resubdivision maps for filing. RPTS also investigates applications for correction of assessment errors as well as refunds, calculates tax rates on behalf of the towns, special benefit districts, Pure Waters Agency and various special or delinquent charges. RPTS calculates and recommends apportionment of the semi-annual mortgage tax distribution, prepares tax warrants, state mandated reports and participates in the training of local assessors. RPTS supports an on-line assessment processing system for the local assessors. RPTS processes Certificates of Residency for annual community college chargebacks to towns.

Conversion of tax maps to a computerized Geographic Information System (GIS) database is ongoing.

Purchasing (0725)**\$2,136,911****\$2,070,870**

Purchasing is responsible for buying supplies, materials, equipment and services for all county departments in accordance with the requirements of competitive bidding and advertising and contained in the county's Administrative Code and New York State Law. The Purchasing Unit, through the Monroe County Web Site, provides information on the internet regarding upcoming and current bids, how to do business with the county and contracts which local municipalities and schools utilize as a part of our cooperative purchasing program. A major objective of Purchasing is to increase Minority and Women Business Enterprises' participation in the county's procurement process. The section establishes specifications and standards, and identifies appropriate suppliers for the goods and services. Purchasing additionally ensures that delivered goods and services are in compliance with specifications, and that receiving departments have approved requisitions and have sufficient appropriations available to pay for their purchases.

Central Services, also budgeted in this section, is administered by the Purchasing Manager. It provides funding and management for the delivery of countywide services of duplicating and the County Office Building mailroom and delivery service. Expenses of these services are entirely charged back to user departments.

Performance Measures

	Actual 2001	Est. 2002	Est. 2003
Internal Audit			
Internal Audits Completed	28	31	20
Percentage of Customers who Rate Satisfaction with Internal Audit Reports and Process as Very Good or Excellent (on a scale of Excellent, Very Good, Satisfactory, Below Average, Poor)	75%	90%	92%
Treasury			
Tax Billings and Notices	299,000	299,000	299,000
School Tax Bills Prepared	179,000	179,000	179,000
Installment Agreements - Delinquent Taxes	410	410	410
School Taxes Collected for Districts	\$45,450,000	\$46,813,500	\$48,217,905
Real Property			
Subdivision Maps Processed	400	400	400
Map Copies and Overlays	4,121	4,500	4,500
Deed Transfers Processed	21,509	21,500	21,500
Number of Parcels in County	255,511	256,616	258,000
Number of Town/Special District Budgets Audited for Tax Levy	875	900	925
Number of Erroneous Assessment Corrections	377	420	450
Dollar Amount of Cancellations/Refunds	\$1,853,207	\$1,200,000	\$1,100,000
Total Dollar Amount of Real Property Tax Levy as Complied	\$388,342,731	\$400,000,000	\$415,000,000
Number of Requests for Reports and Data	1,460	1,500	1,500
Certificates of Residency Issued	1,144	1,200	1,200
Community College Vouchers Submitted for Payment	102	105	110
Total Dollar Amount - Certificate of Residence Vouchers	\$1,292,285	\$1,350,000	\$1,400,000
Filing Fees Collected for County Clerk	404	400	400
Purchasing			
Total Purchase Orders Issued	13,200	12,750	12,500
Public Bids	286	275	270

STAFF

<u>Total</u>	<u>Title</u> <u>Full Time</u>	<u>Group</u>
1	Director of Finance/Chief Financial Officer	27
1	Controller	22
1	Director of Financial Services	22
1	Director of Management & Budget	22
1	Purchasing Manager	21
3	Deputy Controller	19
1	Finance Accountant	19
1	Manager of Contractual Services	19
1	Associate Management Analyst	18
1	Director of Real Property Tax Services	18
1	Collector of Fees and Taxes	17
1	Debt Management Coordinator	17
3	Principal Accountant	17
1	Supervisor of Contract Administrator	17
1	Assistant to the Controller	16
2	Fiscal Coordinator	16
4	Senior Management Analyst	16
1	Internal Audit & Control Manager	16
1	Assessment Information Coordinator	15
1	Assistant Treasurer	15
1	Contract Administrator	15
2	Senior Purchasing Buyer	15
1	Senior Research Analyst	15
4	Supervising Accountant	15
3	Management Analyst	14
1	MBE/WBE Procurement Technician	14
1	Administrative Assistant to CASE Commission	13
1	Budget Analyst	13
1	Contract Compliance Monitor	13
1	Finance Officer	13
2	Purchasing Buyer	13
2	Senior Accountant	13
2	Senior Management Accountant	13
1	Executive Secretary - Director of Finance	12
1	Tax Map Supervisor	12
1	Accountant	11
3	Assistant Supervisor Claims and Accounts	11
1	Delinquent Tax Collector	11
1	Head Cashier	11
1	Secretary to Controller	11
1	Assistant Secretary to Finance Director	10
1	Budget Technician	10
6	Clerk Grade 1	10
1	Payroll Systems Specialist	10
3	Tax Map Technician	10
1	Senior Cashier	9
1	Senior Control Clerk	9
2	Data Entry Cashier	8

<u>Total</u>	<u>Title</u>	<u>Group</u>
1	Cashier II	7
7	Clerk Grade 2	7
4	Clerk Grade 2 with Typing	7
6	Senior Account Clerk	7
1	Senior Account Clerk Typist	7
1	Senior Purchasing Clerk	7
7	Account Clerk	5
3	Account Clerk Typist	5
7	Clerk Grade 3	5
2	Clerk Grade 3 with Typing	5
1	Messenger	3
1	Clerk IV	2
<hr/> 116	Total Full Time	
	Part Time	
1	Bookkeeper	7
1	Account Clerk	5
1	Clerk, Part Time	Hourly
<hr/> 3	Total Part Time	
<hr/> 119	Total 2003	